

<b>Proposal Title</b>	Strategic Advisory Groups for Ukrainian Reforms-2016
<b>Reserve Fund</b>	Eurasia Reserve Fund
<b>Collaborating Programs</b>	International Renaissance Foundation (IRF); Eurasia Program
<b>Recommended by</b>	Leonard Benardo, Regional Director, Eurasia Program
<b>Coordinated by</b>	Yevhen Bystriysky, IRF
<b>Approver</b>	Leonard Benardo, Regional Director, Eurasia Program
<b>Amount Requested</b>	\$800,000 from the Eurasia Reserve Fund
<b>Unforeseen Need (250 words)</b>	<p>While IRF's strategy engages with many policy areas in which reforms are currently underway, there are a few essential crosscutting reforms that require additional engagement. IRF could not anticipate the emergence of these reform areas at the time of strategy development. In most issue areas, legislation has been adopted and in 2016 IRF's support to reforms will be focused on their implementation. The SAGs will be transformed into "implementation teams" and will monitor implementation of reforms, draft analysis on their gaps and of ways to improve the legal framework. To make the work of the SAGs more efficient, IRF plans to identify best practices in specific regions to inform policy at the national level, where the SAGs are closely connected with the NRC-driven policy priorities.</p> <p>In the key cases identified below, the current approach will be amplified by its intersection with the core priorities of IRF in 2016. It is expected that the SAGs will fulfill their mission of designing reforms by the end of 2016-early 2017. IRF will build on their achievements by continuing collaboration with key SAG experts and other partners, including donors, in promoting the implementation of reforms at the national and local levels, particularly responding to opportunities created by decentralization and fiscal devolution.</p>
<b>Activities Proposed (500 words)</b>	<p>The key activities are:</p> <p>(1) Support for the implementation of <b>decentralization reform</b>. Specifically,, building institutional capacity in local communities which completed the first phase of reforms in 2015 and to motivate remaining communities to follow suit. The Decentralization SAG will be transformed into the Quick Reaction Team, to respond to the needs of local communities to collect feedback, summarize new practices, including identify gaps in practices and develop solutions, improve legislation, and conduct trainings.</p>

	<p><u>Tentative budget: US\$ 100,000</u></p> <p>(2) Support for <b>public administration, including civil service reform</b> implementation. We will move forward the reform of the Cabinet and other executive institutions sharing its best practices, elaborate the Strategy (accompanied by the Action Plan) to ensure substantial financial assistance by the EU to transform public administration. In particular, elaboration of the by-laws for implementation of the civil service legislation adopted in December 2015 (to be fully implemented since May 2016), harmonization of existing legal acts in various policy areas in line with the new civil service legislation, elaborating the Strategy (Action Plan) on civil service reform, advocating for the further reforms of public administration, including reform of the Cabinet, other executive bodies, and further administrative services reform.</p> <p><u>Tentative budget: US\$ 75,000</u></p> <p>(3) <b>Deregulation support</b> will include consolidation of deregulation policy in 3-5 priority areas. In particular, we will advocate for the previously developed and introduced draft legislation aimed at Ukraine's performance in the World Bank Doing Business ratings improvement; decrease administrative burdens for business; strengthen Ukraine's energy independence; support the development of IT industry thus creating opportunities for IT business to integrate in the global economy and liberalization of use of e-money.</p> <p><u>Tentative budget: US\$ 75,000</u></p> <p>(4) Support for <b>constitutional reform</b> will include making the constitutional process (drafting amendments, elaboration of the new constitution concept etc) transparent, inclusive, and accountable. We will ensure wide public participation by conducting public hearings, expert meetings, briefings, international experts' visits to Ukraine, evaluation studies, and by drafting and advocating for policy recommendations.</p> <p><u>Tentative budget: US\$ 50,000</u></p> <p>(5) <b>Support for international development aid</b> will include creation of the Task Force to map international aid, gaps, civil control and accountability of</p>
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international aid, monitoring implementation of the biggest projects funded by donors, especially loans. We will support the development of a country strategy that would clearly outline Ukrainian priorities in international assistance on an annual basis; perform an audit of the structure of the total volume of international assistance and various types of aid projects and their alliance with the country's reform priorities; develop an analytical framework for evaluating aid efficiency; create a reporting mechanism that would enable Ukraine as a recipient of the donors' funds to provide a comprehensive review of how the total volume of international assistance has been utilized; create a training program for stakeholders dealing with the international assistance to ensure their effective connection with international partners; create expert/think tank network to conduct analysis and evaluation of donors' project proposals in various policy areas.

Tentative budget: US\$ 100,000

- (6) Continue **agro sector reforms**, which have already brought visible progress in 2016 and need further legal framework development and implementation. Pilot project for privatization of state-owned lands for the sake of 'local communities' development has established and tested the first case of agrarian land privatization (as long as the moratorium for privatization continues at the national level due to the lack of political will). The project will demonstrate the interdependence between the land property reform and overall success of the local communities empowering. The project will be coordinated with Decentralization-SAG.

Tentative budget: US\$ 50,000

- (7) Support the **Ukrainian Reforms Media Task Force** to catalyze the government's communication reforms and provide translation of the success stories of reforms to domestic and international audiences.

Tentative budget: US\$ 75,000

- (8) Operation of the **SAGs Secretariat**, including work of Oleksandr Sushko (Chair) and Kateryna Semeniuk (Manager). Inter-SAG coordination and communication, linkage with the government, parliament, civil society and media. They will ensure that policies are

	<p>implemented in coherence with the recommendations and will provide analysis on the operation of the SAGs through monthly progress reports.</p> <p><u>Tentative budget: US\$ 125,000</u></p> <p>(9) Legal work on supporting documentation and technical renovation of an office building, address: 13 Pymonenka str, Kyiv. The building is intended to serve as premises for the IRF and SAG staff and a conference space for the foundations' program initiatives and civil society partners.</p> <p><u>Tentative budget: US\$ 150,000</u></p>
<b>Summary for Board Reports (100 words)</b>	<p>This project will seek to ensure that the reforms in Ukraine are successful and sustainable and meet the demands of the Maidan. The project has been designed as an initiative that engages both government and civil society. The Strategic Advisory Groups have been created in the specific ministries to draft, advocate and support implementation of various reforms. Further efforts to ensure implementation of reforms are needed in the following areas: decentralization and local governance, public administration including civil service reform, deregulation, constitutional process, and agrarian sector.</p>
<b>Collaborating Programs within OSF and essential partners or grantees</b>	<p>Eurasia Program International Renaissance Foundation Open Society European Policy Institute (OSEPI)</p>
<b>Contributions expected from Collaborating Programs (250 words)</b>	<p>Eurasia Program will provide funding and expertise based on its international portfolio and access to examples of best practices. IRF will ensure coordination of SAGs and linkages with other civil society pro-reform activities funded from IRF's core budget. We will continue to develop international advocacy for Ukraine's reforms in partnership with the Eurasia Program and OSEPI and share the learning from SAGs with the Eurasia region's national foundations, think tanks and international organizations working on Ukraine with support of OSF.</p>
<b>Statement of who within OSF would guide the work</b>	<p>IRF Executive Director Yevhen Bystrytsky will lead the work at the IRF side, with inputs from, Oleksandr Sushko (Chair of SAG Secretariat) and Deputy Executive Director Taras Kachka. Directors of the relevant Program Initiatives will be also involved. On the Eurasia Program's side, the team includes Tatyana Margolin and Sarah Van Wettering.</p>

